24 January 2022

RECOMMENDATIONS OF THE TRIPARTITE CLUSTER FOR WASTE MANAGEMENT INDUSTRY ON INTRODUCING PROGRESSIVE WAGE MODEL FOR THE WASTE COLLECTION AND MATERIALS RECOVERY SUB-SECTORS

1. OBJECTIVE

1.1 This report sets out the recommendations of the Tripartite Cluster for Waste Management Industry (TCWM) on the introduction of Progressive Wage Model (PWM) for the waste management industry, covering the waste collection and materials recovery sub-sectors.

1.2 The members of the TCWM are listed in Annex A.

2. BACKGROUND

2.1 The waste management industry comprises about 350 licensed General Waste Collectors (GWCs), 3 Public Waste Collectors (PWCs) and about 340 licensed General Waste Disposal Facilities (GWDFs) as of 30 November 2021. The GWCs, PWCs and GWDFs are regulated under the Environmental Public Health Act and subsidiary legislations.

2.2 As only licensed GWCs are allowed to collect and transport general waste, all business and waste generators must only engage these firms for such services. PWCs are appointed by the National Environment Agency (NEA) through open tenders to serve domestic and trade premises in Singapore by geographical sector for contract periods of about seven to eight years. The Management Corporation Strata Title (MCST) bodies of private developments (such as condominiums and private apartments) are each given the option to opt out of the Public Waste Collection scheme for refuse and recycling collection services if they wish to engage their own general waste collectors.

2.3 GWDFs are facilities that receive, store, process or treat general waste or recyclables and are required to obtain a valid GWDF licence to operate if their design processing capacity for a given waste stream is five or more tonnes a day. For “mandatory” waste streams[1], a valid GWDF licence is required regardless of the design capacity of said facility.

2.4 In December 2017, NEA launched the Environmental Services Industry Transformation Map (ES ITM) with the support of tripartite partners to ensure a vibrant, sustainable, and professional industry that will provide services and solutions to help achieve Singapore’s zero waste vision and a clean and liveable Singapore. Under the ambit of the ES ITM, various strategies and initiatives have been implemented to transform the industry, improve productivity, promote

[1] Please refer to NEA’s GWDF website for more details

growth and uplift the professionalism of the workforce.

2.5 As part of efforts under the ES ITM, the Skills Framework for Environmental Services, which covers the WM industry, was also developed to promote skills mastery and lifelong learning and provides useful information on career pathways, occupations and job roles, existing and emerging skills, and training programmes for skills upgrading and mastery.

2.6 In October 2020, the Tripartite Workgroup on Lower-Wage Workers (TWG-LWW) was formed to explore measures to further uplift the wages and well-being of lower-wage workers. This included the expansion of the PWM to more sectors as well as ensuring that lower-wage worker wage growth continues to outpace median wage growth. The TWG-LWW report, published on 30 August 2021[2], sets out 18 recommendations to uplift lower-wage workers including those in the waste management industry. The report's recommendations have been accepted by the Government.

3. PROGRESSIVE WAGE MODEL FOR THE WASTE MANAGEMENT INDUSTRY

3.1 With the formation of the TCWM on 26 January 2021, the tripartite partners set out to develop a clear career progression pathway for WM workers to earn better wages as they improve their skills and productivity.

3.2 The TCWM held several rounds of meetings, dialogues and focus group discussions to gather the views and feedback from all key stakeholders such as industry associations, service providers, service buyers, sector lead agencies as well as the unions and workers. The insights drawn from these engagement sessions were deliberated at TCWM meetings and culminated in a set of recommendations to transform and uplift the WM Industry.

3.3 This report sets out the TCWM's recommendations and implementation details of the PWM for the Waste Collection and Materials Recovery sub-sectors. The key recommendations are summarised as follows:

(a) To provide a clear progression pathway, the TCWM maps out the various PWM job roles in operational and supervisory positions within the two sub-sectors;

(b) While existing licensing conditions stipulate mandatory Workforce Skills Qualification (WSQ) modules for certain job roles (such as waste collection crew and driver), the TCWM recommends that the current training requirements be enhanced to ensure the WM workforce is equipped with the necessary skillsets to perform their job duties professionally. This also enhances their skills and competencies to take on higher-value work as the industry transforms itself towards greater usage of technology to improve productivity and promote sustainable growth. Hence, the TCWM

[2] The TWG-LWW report is available at www.mom.gov.sg/twg-lwwreport

recommends at least 2 WSQ modules for entry-level job roles, and additional WSQ modules for workers who move up to higher job roles;

(c) Besides recommending the first set of PWM Baseline Wages to take effect from 1 July 2023, the TCWM also recommends a multi-year schedule of annual wage increments to provide greater certainty to the industry up till 30 June 2029. The TCWM will undertake a mid-term review of the wage schedule in 2025;

(d) To further uplift the WM workers' total income and serve as a retention tool, the TCWM also recommends a mandatory annual bonus (termed as "PWM Bonus") of no less than one month's basic wage to eligible workers who have worked for at least one year with their current employer.

3.4 The PWM requirements are recommended to be implemented through NEA's licensing frameworks, and be applicable to all Public Waste Collectors, General Waste Collectors and General Waste Disposal Facility licencees. As per the recommendation of the TWG-LWW, the Ministry of Manpower will complement NEA's licensing frameworks by leveraging its Work Pass System to ensure that employers pay the required PWM wages to eligible workers in order to hire any foreign workers[3].

3.5 The full details of TCWM recommendations are elaborated in the following sections.

4. PWM CAREER LADDER – COVERAGE OF JOB ROLES

4.1 Based on NEA's estimates, there are about 3,000 resident[4] waste management employees in the waste collection and materials recovery sub-sectors, which comprise more than half of the current workforce in the industry. To provide a clear career progression pathway for the existing workforce as well as to help attract new entrants with the prospect of meaningful job advancement opportunities, the TCWM maps out the operational and supervisory job roles within the two sub-sectors as follows:

Waste Collection Sub-Sector	Crew → Senior Crew → Team Lead → Supervisor Driver* → Senior Driver → Captain *Note: A Crew/Senior Crew/Team Lead may be deployed as a Driver provided that the worker has attained at least a Class 4 driving license and met the required training requirements* **may operate either Rear-End Loader (REL) or Hooklift trucks*
Materials Recovery Sub-Sector	Sorter → Senior Sorter / Machine Operator → Team Lead → Plant Supervisor

[3] This includes Employment Pass, S Pass and Work Permit Holders

[4] Source: NEA. "Residents" refers to Singapore Citizens and Permanent Residents

4.2 The job duties and responsibilities for the various PWM job roles are listed in Annex B.

5. PWM SKILLS LADDER – SETTING MINIMUM TRAINING REQUIREMENTS

5.1 To support the ES ITM's efforts in upskilling the ES workforce, the National Trades Union Congress (NTUC) and its tripartite partners, namely NEA, Workforce Singapore (WSG), SkillsFuture Singapore (SSG), and Waste Management and Recycling Association of Singapore (WMRAS), signed a Memorandum of Understanding in November 2018 to express their collective commitment towards upskilling the WM workforce so as to equip them with adaptive, technology and technical skillsets.

5.2 To further accelerate efforts to encourage a continuous learning and upskilling mindset so as to support industry transformation, the TCWM recommends the setting of minimum training requirements for all PWM job roles. This will ensure the WM workforce will be adequately trained to handle their assigned tasks as well as observe safety standards due to the higher occupational risk of their work.

5.3 Taking reference from the Skills Framework for Environmental Services, the list of Technical Skills & Competencies (TSCs) was mapped to the critical job functions of each PWM job levels to ensure relevance and that the appropriate skills proficiency levels are achieved.

5.4 The TCWM recommends setting a minimum number of WSQ training modules that are commensurate with the job roles that the workers are deployed in, with higher number of WSQ modules for the higher job roles, as detailed below:

Waste Collection Sub-Sector	**Materials Recovery Sub-Sector**	**PWM Training Requirements**
• Crew	• Sorter	Minimum 2 WSQ modules
• Senior Crew • Team Lead • Driver* • Senior Driver	• Senior Sorter • Machine Operator • Team Lead	Minimum 3 WSQ modules (cumulative^)
• Supervisor • Captain	• Plant Supervisor	Minimum 4 WSQ modules (cumulative^)

**may operate either Rear-End Loader (REL) or Hooklift trucks*
^cumulative modules would include the WSQ modules attained at the preceding job level

5.5 To meet NEA's GWC and GWDF licensing conditions, the TCWM recommends that all resident waste management workers of all waste management companies attain the mandatory training requirements based on their respective job roles by 1 July 2023.

6. PWM WAGE LADDER AND SCHEDULE OF ANNUAL INCREASES FROM 1 JULY 2023

6.1 Several rounds of consultation with industry stakeholders were conducted and the views gathered were deliberated at TCWM meetings. In putting forth its wage recommendations, the key considerations that the TCWM took into account are summarised as follows:

(a) As an outsourced sector, the WM industry is confronted with many challenges such as cheap sourcing whereby most service buyers would award contracts to the lowest bidder; perennial manpower shortage; difficulty in recruiting and retaining workers due to other competing industries offering better employment terms; long working hours due to the labour crunch; high operational costs exacerbated by precautionary measures brought on by the COVID-19 pandemic; and poor image associated with the industry. To address these challenges, the TCWM made a conscious effort to offer better wages to attract new entrants as well as to retain the existing experienced workforce, and to couple this with higher skills requirements in order to drive greater productivity;

(b) Taking reference from the TWG-LWW's recommendation for Progressive Wages to be expressed in gross terms[5], the PWM wages for the WM industry are recommended as follows:

(i) Baseline wage: Stipulated in gross terms for regular contractual working hours (i.e. excluding overtime pay);

(ii) Hourly overtime rate of pay: Stipulated minimum hourly overtime rates of pay[6] for each job to safeguard the workers' interest when they have to put in overtime hours.

(c) As the nature of waste collection services bears similarities to the conservancy sub-sector under the Cleaning PWM, the TCWM referenced the PWM Baseline Wage of a conservancy cleaner in proposing the baseline wage of a waste collection crew. The wages for the other job roles were then pegged at an appropriate wage differential with the crew, taking into account the industry's current wage structures and to ensure sufficient differentiation with the other job levels to recognise the additional responsibilities and skillsets of the other, more senior job roles.

(d) For the job role of Driver, the TCWM is cognisant that there are generally two types of drivers operating two different types of trucks, namely Rear-End Loader (REL) or Hooklift truck. As the operation of a Hooklift truck requires higher maneuvering skills of "lifting the bin" off and onto the truck chassis, the TCWM recommends that the wage of a Hooklift driver be

[5] Total Monthly Gross Wage refers to the sum of the Monthly Basic Wage, overtime payments, commissions, allowances, and other cash payments, and is before deduction of employee CPF. It excludes bonuses (e.g. AWS), stock options, other lump sum payments and payments-in-kind as well as employer CPF contributions.

[6] Part IV of the Employment Act for overtime rates of pay to be at least 1.5x the basic rate of pay continues to apply.

pegged $100 higher than for a REL driver. As for the job role of Captain who will be required to operate both types of trucks, the TCWM proposes for the Captain's wage to be left to market forces.

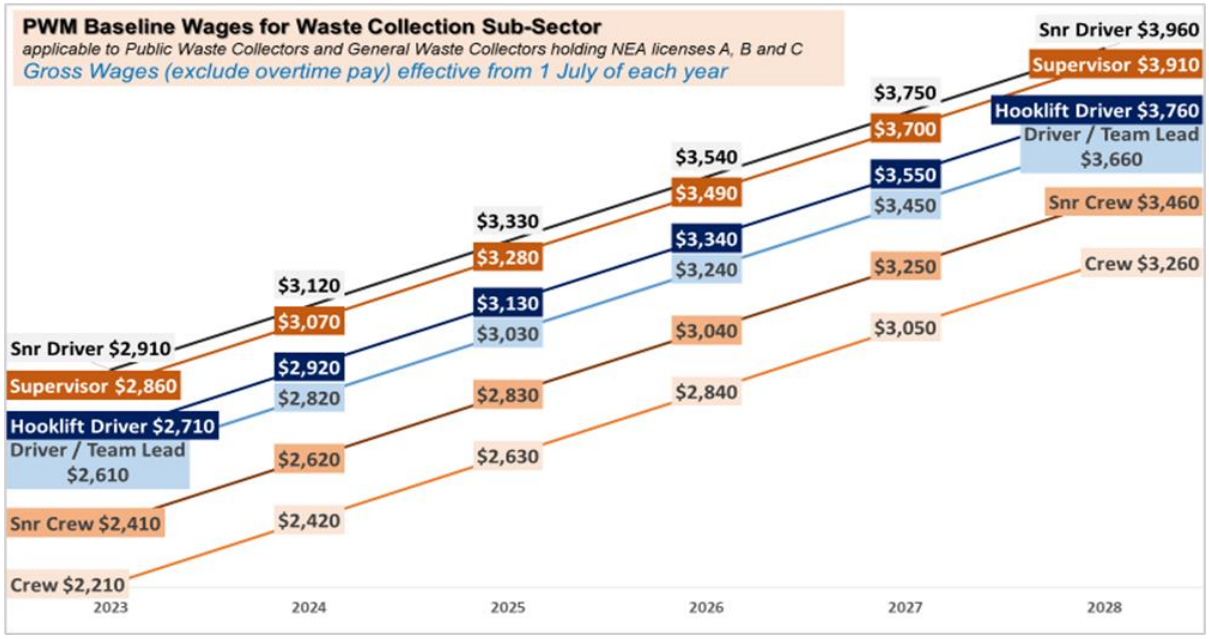
(e) To provide greater certainty to the industry so that service providers are better able to factor in labour cost in their contract pricing when bidding for new contracts, the TCWM sets out a multi-year wage schedule from the implementation date of 1 July 2023 that will stretch until 30 June 2029. With the 6-year wage schedule, service buyers would also be better able to plan their budgets and consider adopting best practices such as stipulating service delivery outcomes instead of the typical "fixed frequency" mode in waste collection; as well as adopt greater use of technology-enabled solutions to mitigate the cost impact.

6.2 The TCWM also recommends fixed annual increments for all job rungs, with faster wage growth for the lower job rungs. This is in line with TWG-LWW's guidance for the wage growth of lower-wage workers to outpace the median workers' wage growth.

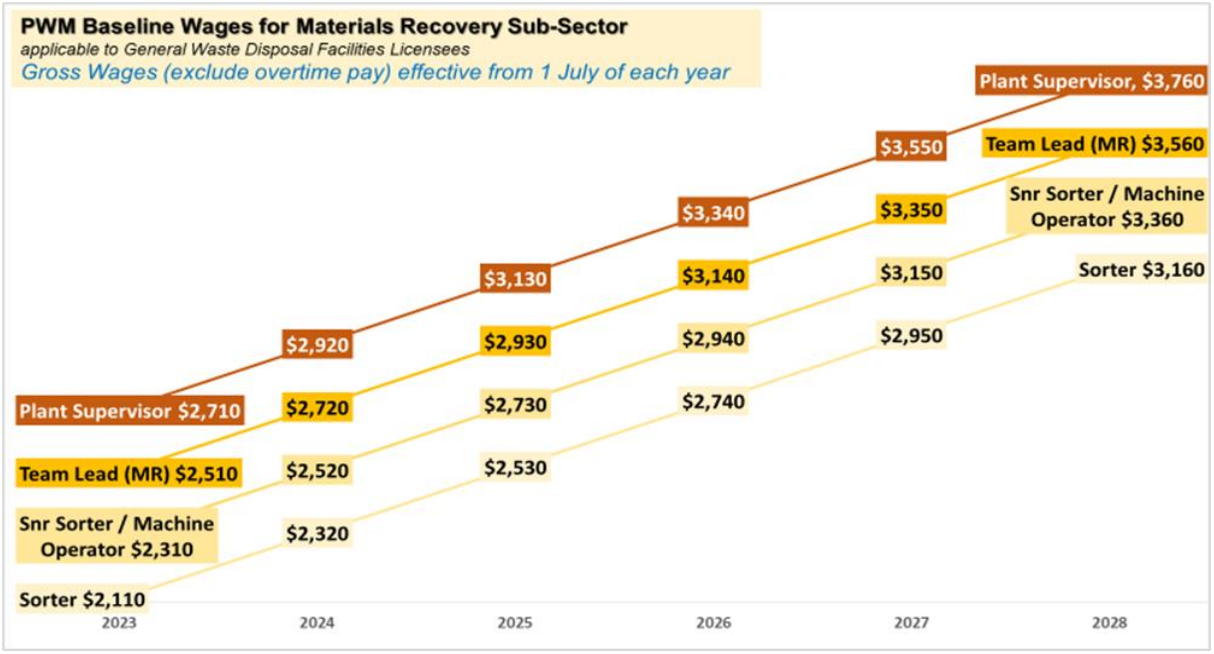
6.3 The TCWM proposes setting a Min-Max ratio of 1.2 to 1.5 for the various job rungs to guide the industry in adopting a more sustainable wage system and to take into account the complexity of each job role.

6.4 The TCWM will undertake a mid-term review of the wage schedule in 2025.

6.5 The following charts summarise the recommended PWM Baseline Wages in Gross Terms for the period *from 1 July 2023 to 30 June 2029* applicable to resident[7] workers in the Waste Collection and Materials Recovery sub-sectors.



[7] PWM Baseline Wages are applicable to Singapore Citizens and Permanent Residents only. For foreign manpower, employers are encouraged to adopt the key principles of progressive wages in their wage structure, considering other cost components such as accommodation and levies.



6.6 Please refer to Annex D for the wage tables for the PWM job rungs and the recommended Min-Max ratios.

7. INTRODUCTION OF MANDATORY PWM BONUS

7.1 In addition to recommending the PWM Baseline Wages, the TCWM recommends that a mandatory annual bonus (termed as "PWM Bonus") be paid to eligible resident WM workers, taking effect from January 2024.

7.2 The PWM Bonus will enable employers to better attract and retain their workers, as it requires workers to remain with their existing employers for at least 12 months. This in turn may incentivise companies to invest more in the training of workers who stay on, so as to further raise their productivity.

7.3 The TCWM recommends that the PWM Bonus quantum is to be no less than one month of the worker's prevailing basic monthly wage and that it is not to be tied to the worker's performance.

7.4 A bonus would be deemed to have qualified as a "PWM Bonus" only if it is subject to prevailing CPF contribution rules. The PWM Bonus can include the following payments made to resident workers:

(a) annual wage supplement (commonly known as the "13th month" bonus);
(b) performance bonus;
(c) retention bonus;
(d) festive bonus; or
(e) any such class of variable bonuses that a waste management company may provide its workers.

7.5 Please refer to Annex E on the PWM Bonus payout quantum for each year and

implementation details.

8. TRIPARTITE COMMITMENT AND MUTUAL UNDERSTANDING TO ENGENDER WIN-WIN OUTCOMES FOR ALL STAKEHOLDERS

8.1 The TCWM strongly urges all stakeholders to play their part in ensuring our essential services workers in the environmental services industry can work with dignity and their job worth and skills are valued and recognised. It is also important that society at large recognises the importance of waste management work and not take for granted the clean and livable environment that we all get to enjoy due to the waste management sector's efforts. Thus, the TCWM calls upon the whole-of-society to better appreciate the work performed by the waste management industry every day and to continue supporting efforts to uplift the lives of our waste management workers.

8.2 Government

(a) The industry had provided feedback of existing waste management contracts that were entered into prior to the TCWM's recommendations. In particular, the PWC contracts last at least 7 years, whereas some GWC contracts may only expire after the PWM implementation date of 1 July 2023. Hence, the industry seeks the support from the Government to consider providing transitional wage support to enable companies to mitigate the impact on their labour costs.

(b) The COVID-19 pandemic is unprecedented and has impacted many industries including the waste management industry. This industry has to tap on foreign manpower to augment its resident workforce due to the constant labour shortage. The various travel restrictions and precautionary measures due to the pandemic further exacerbated the manpower crunch. The industry urges the Government to adopt an empathetic approach by deferring any further adjustments to the Dependency Ratio Ceiling (DRC) during this challenging period to give the industry time to adjust to the prevailing DRC requirements.

8.3 Service Providers

(a) The TCWM would like to call upon the service providers to encourage their workers to embrace lifelong learning and to be proactive in improving their skillsets and competencies so as to take on higher job roles. The TCWM recommends that employers reward their workers appropriately if their workers show strong desire to upgrade themselves continuously to improve their productivity and efficiency.

(b) The TCWM also encourages waste management companies to form Company Training Committees (CTC) to support their workers in achieving better work prospects through identifying and addressing their skills gaps and training needs and seize opportunities to adopt new technologies for enhanced productivity.

(c) The TCWM also encourages employers to start planning for their resident workers to attain the stipulated number of WSQ training modules in order to be in compliance with PWM training requirements come 1 July 2023. By equipping their workers with the relevant and core competencies, the TCWM believes employers would then benefit from a more productive and effective workforce which will deliver greater value to their customers.

(d) When bidding for new tenders, the TCWM advises the service providers to be transparent with their service buyers in explaining how the increase in labour costs due to the PWM wage recommendations translate to higher contract pricing. This will help service buyers better understand how the increase in contract pricing comes about and thus mitigate concerns of undue profiteering by service providers.

8.4 Service Buyers

(a) The TCWM strongly advises service buyers to support their service providers in sending their workers for skills upgrading. Service buyers may consider placing greater emphasis in their tender evaluation criteria to recognise service providers who have invested in their workers' upskilling beyond what is stipulated as minimum requirements under PWM. Service buyers who recognise such service providers will stand to gain from a highly competent waste management workforce.

(b) The TCWM also encourages service buyers to review their existing tender specifications to allow waste management companies to adopt more technology-enabled solutions such as automation and robotics. By leveraging more advanced equipment and job redesign methodologies, waste management workers will be able to deliver better service outcomes productively and safely.

(c) The TCWM encourages service buyers to be open to renegotiating their existing contracts should their current contract expires after PWM implementation date of 1 July 2023. Service buyers should exercise reasonableness when doing so. It is important for service buyers and service providers to develop mutual trust through open communication and frequent dialogues to achieve win-win outcomes.

8.5 Waste Management Workforce

(a) While the PWM Wage Ladder aims to set sustainable annual wage increments for waste management workers, the TCWM recognises that it is equally important for workers to embrace lifelong learning to be more productive and upskill themselves to stay relevant. The TCWM strongly urges workers to embrace upskilling and be ready to accept new methods and work processes to improve their productivity and lifelong employability.

(b) Waste management workers are encouraged to approach their supervisors or company HR personnel to proactively discuss their training needs and

highlight any skills gap that they may currently have. Workers should recognise the importance of continual upgrading to uplift their professionalism, instill a sense of pride in their work and carry out their work safely. They should not underestimate the important role that they play in upkeeping public hygiene and health as their work will directly contribute to reducing the spread of germs and curbing the infestation of pests. This in turn will ensure a clean and safe working and living environment for everyone.

8.6 End Consumers

(a) The waste management workforce's role in maintaining environmental hygiene and public health is an important one, especially in a pandemic. The TCWM is heartened to see the community's show of appreciation and support of our essential service workers who carry out their duties diligently in the frontline. COVID-19 has brought a renewed spirit of solidarity and it must be a whole-of-society endeavour to support and uplift the lower-wage workers in our midst.

(b) The TCWM calls upon all end consumers to better recognise the value of our waste management workforce and accord them the due recognition that they deserve. With the impending wage schedule taking effect in 2023, the TCWM appeals to the end consumers to be prepared to bear some cost increase, so that together with all stakeholders, a fairer and more cohesive society might be achieved.

8.7 A highly competent and productive workforce will ensure the waste management industry can continue to thrive and everyone would then benefit from a clean environment to work and live in. The waste management workforce provides essential services on a daily basis, and would benefit from better wages, welfare and work prospects.

9. CONCLUSION

9.1 The COVID-19 pandemic had caused unprecedented challenges to many industries. Many waste management workers continue to perform their duties in the frontline despite more stringent precautionary measures and increased service demands, therefore the value of their work must be recognised and valued accordingly.

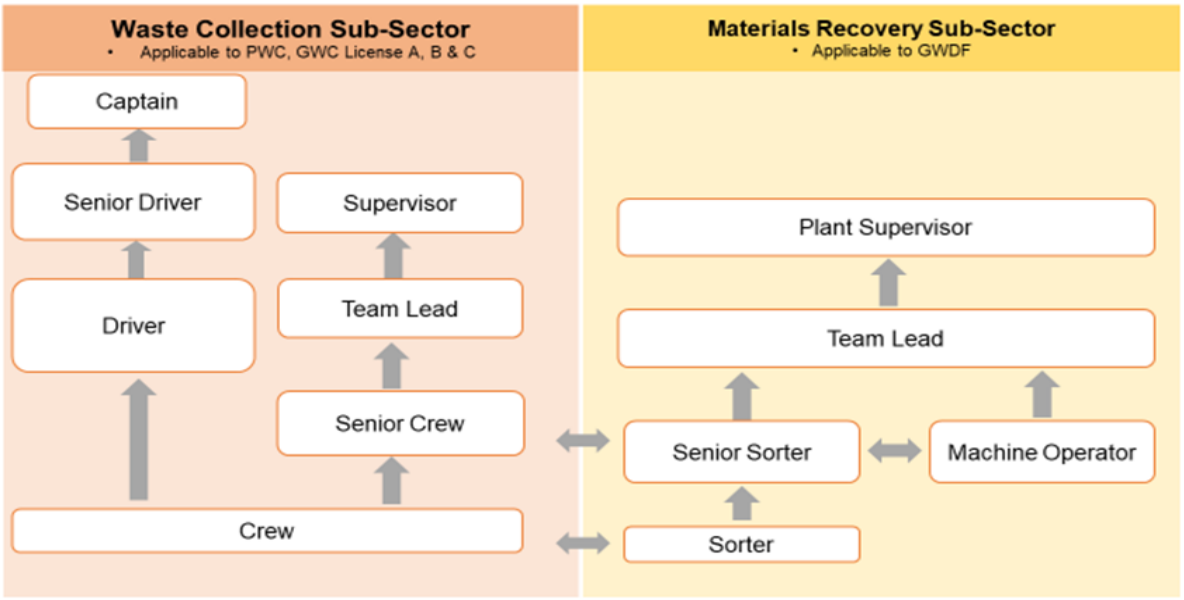
9.2 As the Environmental Services industry gears towards a vibrant, sustainable and professional industry that will provide services and solutions to help achieve the zero-waste vision and a clean and livable Singapore, the close partnership and mutual trust among all stakeholders must continue to be nurtured and supported in order to realise this vision.

~ End ~

ANNEX A: TRIPARTITE CLUSTER FOR WASTE MANAGEMENT (TCWM) INDUSTRY FOR THE TERM OF OFFICE FROM JANUARY 2021 TO MARCH 2023

Description	Organisation	Representative
Chair	National Trades Union Congress (NTUC)	Mr. Fahmi Aliman Director, Operations Department
Co-Chair	Singapore National Employers Federation (SNEF)	Mr. Felix Loh Deputy Honorary Secretary *Concurrently CEO, Gardens by the Bay*
Labour Movement	Building Construction and Timber Industries Employees' Union (BATU)	Mr. Zainal Sapari, Executive Secretary *Concurrently Director, NTUC U Care Centre*
		Mr. Mohamad Yatim Bin Ahmad Executive Committee Member & Vice Chairman, SembWaste Pte Ltd Branch
	Employment and Employability Institute (e2i)	Ms. Tan Cheong Ling Head, Built Environment
Industry Association (Service Providers)	Waste Management & Recycling Association of Singapore (WMRAS)	Ms. Melissa Tan Chairman *Concurrently CEO, Wah & Hua Pte Ltd*
		Mr. Milton Ng Vice Chairman *Concurrently Chief Operating Officer, 800 Super Waste Management*
		Mr. Lee Kok Kin Executive Committee Member *Concurrently CEO, SembWaste Pte Ltd*
		Ms. Erika Tan Sub-committee Member for Waste Collection *Concurrently Manager, HCG Environment*
Service Buyers	Real Estate and Developer's Association of Singapore Management (REDAS)	Mr. Moses Lee Sze Yuan Committee Member *Concurrently Senior Vice-President, Investments & Asset Management, Mapletree Investments Pte Ltd*
	Singapore Hotel Association (SHA)	Mr. Ho Chung Kain Board Member *Concurrently Director, Keck Seng Hotel Pte Ltd*
	Singapore International Facility Management Association (SIFMA)	Mr. Jonathan Koh Member
	Lendlease	Mr. Justin Gabbani CEO Asia
Government	Ministry of Manpower (MOM)	Mr. Lee Chung Wei Divisional Director, Workplace Policy and Strategy Division
	National Environment Agency (NEA)	Mr. Desmond Tan Group Director (Resource & Sustainability Group)
	SkillsFuture Singapore (SSG)	Ms. Loh Gek Khim Director, Industry Development Division 1
	Workforce Singapore (WSG)	Ms. Safrah Eusoof Director, Enterprise Development Group, Healthcare, Social & Business Services Division

ANNEX B: PWM CAREER LADDER – COVERAGE AND CRITICAL JOB FUNCTIONS OF WASTE MANAGEMENT JOB ROLES



Waste Collection Sub-Sector	
Crew	A person assigned to provide waste and recyclables collection services as directed, handle tools and equipment and incidents. The key tasks for the Crew may include the following: • Ensure safety measures are adhered to during operations. • Ensure tools and equipment are replenished, reinstated and maintained. • Provide advisory to members of the public/clients/occupants and surface any complaint or feedback to Senior Crew/Team Lead and/or Supervisor. • Report operation abnormalities such as overfull bins, damaged bins, improper placements, equipment faults, central refuse chutes faults, excessive garden waste, and contamination in recycling bins to the Senior Crew/Team Lead and/or Supervisor.
Senior Crew	A person assigned to provide waste and recyclables collection services without/with minimal supervision. He/she will also handle tools and equipment and incidents. The key tasks for the Senior Crew may include the following: • Ensure safety measures are adhered to during operations. • Ensure tools and equipment are replenished, reinstated and maintained. • Provide advisory to members of the public/clients/occupants and handle or surface any complaint or feedback to Team Lead and/or Supervisor. • Provide immediate response to incidents and emergencies. • Report operation abnormalities such as overfull bins, damaged bins, improper placements, equipment faults, central refuse chutes faults, excessive garden waste, and contamination in recycling bins to the Team Lead and/or Supervisor.

Waste Collection Sub-Sector	
Team Lead	A person assigned to provide waste and recyclables collection services when required, mentor new crews and conduct on-the-job training. The key tasks for the Team Lead may include the following: • Ensure safety measures are adhered to during operations. • Ensure tools and equipment are replenished, reinstated and maintained. • Provide advisory to members of the public/clients/occupants and handle or surface any complaint or feedback to the Supervisor. • Provide guidance to teams to ensure operations are running efficiently. • Provide immediate response to incidents and emergencies. • Report operation abnormalities such as overfull bins, damaged bins, improper placements, equipment faults, central refuse chutes faults, excessive garden waste, and contamination in recycling bins to the Supervisor.
Supervisor	A person assigned to assist in managing waste and recyclables collection services, inventory, equipment and maintenance schedule, and teams and incidents. The key tasks for the Supervisor may include the following: • Assist in the planning of routes and deployment schedules and resolving operation abnormalities. • Communicate with the teams on assigned routes. • Ensure stocks of tools and equipment are in order and ensure replenishment orders are fulfilled on a regular basis. • Evaluate affected routes and equipment faults and report to Operations Executive to ensure continuation of waste and recyclables collection services.
Driver *(has a Class 4 driving license & operates Rear End Loader or Hooklift truck)*	A person assigned to carry out waste collection services from site to disposal facilities as directed. He/she will handle mechanised tools and equipment, and incidents. The key tasks for the Driver may include the following: • Ensure mechanical motorised vehicles, tools and equipment are replenished, reinstated and maintained. • Ensure safety measures are adhered to during operations. • Report of road hazards which can cause delays in collection services.
Senior Driver	A person assigned to carry out waste collection services from site to disposal facilities without/with minimal supervision. He/she will handle mechanised tools and equipment, incidents and lead, supervise and guide/mentor new drivers. The key tasks for the Senior Driver may include the following: • Ensure mechanical motorised vehicles, tools and equipment are replenished, reinstated and maintained. • Ensure safety measures are adhered to during operations. • Report of road hazards which can cause delays in collection services.
Captain *(Able to drive more than 1 type of trucks)*	A person assigned to assist in managing waste collection services, inventory, equipment, and maintenance schedules, and mentor new drivers. He/she will have to carry out waste collection services when required, manage incidents which include resolving reports from Driver/Senior Driver. The key tasks for the Captain may include the following: • Assist in the planning of routes and deployment schedules and resolve operations abnormalities. • Communicate with the teams on assigned routes. • Evaluate affected routes and equipment faults and report to Operations Executive to ensure continuation of waste and recyclables collection services.

Materials Recovery Sub-Sector	
Sorter	A person assigned to perform waste recycling & materials recovery operations as directed. He/she will handle mechanised tools and equipment, and incidents. The key tasks for the Sorter may include the following: • Ensure safety measures are adhered to during operations. • Ensure tools and equipment are replenished, reinstated and maintained. • Report operation abnormalities such as faulty equipment to Senior Sorter/Team Lead/Supervisor.
Senior Sorter	A person assigned to perform waste recycling & materials recovery operations without/with minimal supervision and guide new sorters on the job. He/she will handle mechanised tools and equipment and incidents. The key tasks for the Senior Sorter may include the following: • Ensure safety measures are adhered to during operations. • Ensure tools and equipment are replenished, reinstated and maintained. • Provide immediate response to incidents and emergencies. • Report operation abnormalities such as faulty equipment to Team Lead/Supervisor.
Machine Operator *(e.g. operate forklift or heavy machineries)*	A person assigned to handle heavy machineries and equipment at disposal facility. The key tasks for the Machine Operator may include the following: • Ensure safety measures are adhered to during operations. • Ensure tools and equipment are replenished, reinstated and maintained. • Report operation abnormalities such as faulty equipment to Team Lead/Supervisor.
Team Lead	A person assigned to perform waste recycling & materials recovery operations when necessary, mentor new sorters, and conduct on the job training. He/she will handle heavy machineries and equipment when necessary and incidents. The key tasks for the Team Lead may include the following: • Ensure safety measures are adhered to during operations. • Ensure tools and equipment are replenished, reinstated and maintained. • Provide immediate response to incidents and emergencies. • Provide guidance to teams to ensure operations are running efficiently. • Report operation abnormalities such as faulty equipment to Supervisor.
Plant Supervisor	A person assigned to assist in managing waste recycling materials recovery operations at disposal facility, inventory, equipment and maintenance schedule, teams and incidents. The key tasks for the Plant Supervisor may include the following: • Assist in planning of routes, work schedules and deployment of manpower. • Communicate assigned duties to the team. • Ensure stocks of tools and equipment are in order and ensure replenishment orders are fulfilled on a regular basis. • Evaluate reported equipment faults and report to operations executive. • Resolve operational abnormalities reported by Sorter/Senior Sorter/Machine Operator/Team Lead and conduct on-site investigations for such incidents.

ANNEX C: LIST OF WSQ TRAINING MODULES RECOMMENDED AND ENDORSED BY THE TCWM

Note: The following lists will be updated periodically in consultation with and endorsement by the TCWM.

The modules may be subject to changes which will be made known accordingly.

Applicable to Waste Collection Sub-Sector: Crew - Minimum 2 WSQ Modules				
TSC Title	**Course Description**	**Proficiency Level**	**TSC Code**	**PWM Training Requirements**
Waste Collection Management	[For **Class A & B GWCs**] Carry Out Waste Collection in Accordance to Assigned Schedule*	1	EVS-WMO-1002-1.1*	2 Mandatory WSQ Modules
	[For **Class C GWCs**] Carry Out Collection of Sludge and Greasy Waste*	1	EVS-WMO-1002-1.1*	
Workplace Safety and Health Practices Implementation	Identify WSH hazards and risk control measures in waste sorting and assist in inspection and investigation of incidents*	2	EVS-WSH-2006-1.1	

Applicable to Waste Collection Sub-Sector: Senior Crew - Minimum 3 WSQ Modules				
TSC Title	**Course Description**	**Proficiency Level**	**TSC Code**	**PWM Training Requirements**
Waste Collection Management	[For **Class A & B GWCs**] Carry Out Waste Collection in Accordance to Assigned Schedule*	1	EVS-WMO-1002-1.1*	3 Mandatory WSQ Modules (cumulatively)
	[For **Class C GWCs**] Carry Out Collection of Sludge and Greasy Waste*	1	EVS-WMO-1002-1.1*	
Workplace Safety and Health Practices Implementation	Identify WSH hazards and risk control measures in waste sorting and assist in inspection and investigation of incidents*	2	EVS-WSH-2006-1.1	
Incident and Accident Investigation	Respond to and support the investigation of incidents*	2	EVS-WSH-2002-1.1	

**Subject to changes upon further review*

Applicable to Waste Collection Sub-Sector: Team Lead - Minimum 3 WSQ Modules				
TSC Title	**Course Description**	**Proficiency Level**	**TSC Code**	**PWM Training Requirements**
Waste Collection Management	[For **Class A & B GWCs**] Carry Out Waste Collection in Accordance to Assigned Schedule*	1	EVS-WMO-1002-1.1*	3 Mandatory WSQ Modules *(would have taken at preceding job level)*
	[For **Class C GWCs**] Carry Out Collection of Sludge and Greasy Waste*	1	EVS-WMO-1002-1.1*	
Workplace Safety and Health Practices Implementation	Identify WSH hazards and risk control measures in waste sorting and assist in inspection and investigation of incidents*	2	EVS-WSH-2006-1.1	
Incident and Accident Investigation	Respond to and support the investigation of incidents*	2	EVS-WSH-2002-1.1	
Learning & Development	Apply workplace learning techniques to enhance employees' development	2	EVS-PDV-2003-1.1	Optional

Applicable to Waste Collection Sub-Sector: Supervisor - Minimum 4 WSQ Modules				
TSC Title	**Course Description**	**Proficiency Level**	**TSC Code**	**PWM Training Requirements**
Waste Collection Management	[For **Class A & B GWCs**] Carry Out Waste Collection in Accordance to Assigned Schedule*	1	EVS-WMO-1002-1.1*	4 Mandatory WSQ Modules (cumulatively)
	[For **Class C GWCs**] Carry Out Collection of Sludge and Greasy Waste*	1	EVS-WMO-1002-1.1*	
Workplace Safety and Health Practices Implementation	Identify WSH hazards and risk control measures in waste sorting and assist in inspection and investigation of incidents*	2	EVS-WSH-2006-1.1	
Incident and Accident Investigation	Respond to and support the investigation of incidents*	2	EVS-WSH-2002-1.1	
Learning & Development	Apply workplace learning techniques to enhance employees' development	2	EVS-PDV-2003-1.1	

**Subject to changes upon further review*

Applicable to Waste Collection Sub-Sector: Driver - Minimum 3 WSQ Modules				
TSC Title	**Course Description**	**Proficiency Level**	**TSC Code**	**PWM Training Requirements**
Waste Collection Management	[For **Class A & B GWCs**] Use Appropriate Mechanical Devices to Compress and Transport Waste During Waste Collection* (a) Rear End Loader; OR (b) Hooklift & Others	2	EVS-WMO-2002-1.1*	3 Mandatory WSQ Modules
	[For **Class C GWCs**] Carry Out Collection of Sludge and Greasy Waste*	1	EVS-WMO-1002-1.1*	
Workplace Safety and Health Practices Implementation	Identify WSH hazards and risk control measures in waste sorting and assist in inspection and investigation of incidents*	2	EVS-WSH-2006-1.1	
Incident and Accident Investigation	Respond to and support the investigation of incidents*	2	EVS-WSH-2002-1.1	

Applicable to Waste Collection Sub-Sector: Senior Driver - Minimum 3 WSQ Modules				
TSC Title	**Course Description**	**Proficiency Level**	**TSC Code**	**PWM Training Requirements**
Waste Collection Management	[For **Class A & B GWCs**] Use Appropriate Mechanical Devices to Compress and Transport Waste During Waste Collection* (a) Rear End Loader; OR (b) Hooklift & Others	2	EVS-WMO-2002-1.1*	3 Mandatory WSQ Modules *(would have taken at preceding job level)*
	[For **Class C GWCs**] Carry Out Collection of Sludge and Greasy Waste*	1	EVS-WMO-1002-1.1*	
Workplace Safety and Health Practices Implementation	Identify WSH hazards and risk control measures in waste sorting and assist in inspection and investigation of incidents*	2	EVS-WSH-2006-1.1	
Incident and Accident Investigation	Respond to and support the investigation of incidents*	2	EVS-WSH-2002-1.1	
Learning & Development	Apply workplace learning techniques to enhance employees' development	2	EVS-PDV-2003-1.1	Optional

**Subject to changes upon further review*

Applicable to Waste Collection Sub-Sector: Captain - Minimum 4 WSQ Modules				
TSC Title	**Course Description**	**Proficiency Level**	**TSC Code**	**PWM Training Requirements**
For **Class A & B GWCs**				
Waste Collection Management	Use Appropriate Mechanical Devices to Compress and Transport Waste During Waste Collection* (a) Rear End Loader; AND (b) Hooklift & Others *Note: Captain is required to be trained in more than 1 vehicle type, thus need to be trained for 2 different course description*	2	EVS-WMO-2002-1.1*	4 Mandatory WSQ Modules *(cumulatively)*
Workplace Safety and Health Practices Implementation	Identify WSH hazards and risk control measures in waste sorting and assist in inspection and investigation of incidents*	2	EVS-WSH-2006-1.1	
Incident and Accident Investigation	Respond to and support the investigation of incidents*	2	EVS-WSH-2002-1.1	
Learning & Development	Apply workplace learning techniques to enhance employees' development	2	EVS-PDV-2003-1.1	Optional
For **Class C GWCs**				
TSC Title	**Course Description**	**Proficiency Level**	**TSC Code**	**PWM Training Requirements**
Waste Collection Management	Carry Out Collection of Sludge and Greasy Waste*	1	EVS-WMO-1002-1.1*	4 Mandatory WSQ Modules *(cumulatively)*
Workplace Safety and Health Practices Implementation	Identify WSH hazards and risk control measures in waste sorting and assist in inspection and investigation of incidents*	2	EVS-WSH-2006-1.1	
Incident and Accident Investigation	Respond to and support the investigation of incidents*	2	EVS-WSH-2002-1.1	
Learning & Development	Apply workplace learning techniques to enhance employees' development	2	EVS-PDV-2003-1.1	

Applicable to Materials Recovery Sub-Sector: Sorter - Minimum 2 WSQ Modules				
TSC Title	**Course Description**	**Proficiency Level**	**TSC Code**	**PWM Training Requirements**
Waste Sorting Management	Perform Waste Sorting at a material recovery facility according to set procedures	1	EVS-WMO-1005-1.1	2 Mandatory WSQ Modules
Workplace Safety and Health Practices Implementation	Identify WSH hazards and risk control measures in waste sorting and assist in inspection and investigation of incidents*	2	EVS-WSH-2006-1.1	

**Subject to changes upon further review*

Applicable to Materials Recovery Sub-Sector: Senior Sorter - Minimum 3 WSQ Modules				
TSC Title	**Course Description**	**Proficiency Level**	**TSC Code**	**PWM Training Requirements**
Waste Sorting Management	Perform Waste Sorting at a material recovery facility according to set procedures	1	EVS-WMO-1005-1.1	Mandatory WSQ Module *(would have taken)*
	Operate mechanical devices or heavy machinery to perform waste sorting	2	EVS-WMO-2005-1.1	Select (1) WSQ Module
Robotics and Automation Application	Apply procedural knowledge of robotic systems and automated technologies to execute environmental services tasks	2	EVS-TEM-2004-1.1	
Workplace Safety and Health Practices Implementation	Identify WSH hazards and risk control measures in waste sorting and assist in inspection and investigation of incidents*	2	EVS-WSH-2006-1.1	Mandatory WSQ Module *(would have taken)*
Incident and Accident Investigation	Respond to and support the investigation of incidents*	2	EVS-WSH-2002-1.1	Optional
Equipment and Inventory Management	Maintaining stocks and equipment for operations	2	EVS-EQM-2001-1.1	

Applicable to Materials Recovery Sub-Sector: Machine Operator - Minimum 3 WSQ Modules				
TSC Title	**Course Description**	**Proficiency Level**	**TSC Code**	**PWM Training Requirements**
Waste Sorting Management	Perform Waste Sorting at a material recovery facility according to set procedures	1	EVS-WMO-1005-1.1	3 Mandatory WSQ Modules *(cumulatively)*
	Operate mechanical devices or heavy machinery to perform waste sorting	2	EVS-WMO-2005-1.1	
Workplace Safety and Health Practices Implementation	Identify WSH hazards and risk control measures in waste sorting and assist in inspection and investigation of incidents*	2	EVS-WSH-2006-1.1	
Incident and Accident Investigation	Respond to and support the investigation of incidents*	2	EVS-WSH-2002-1.1	Optional

**Subject to changes upon further review*

Applicable to Materials Recovery Sub-Sector: Team Lead - Minimum 3 WSQ Modules				
TSC Title	**Course Description**	**Proficiency Level**	**TSC Code**	**PWM Training Requirements**
Waste Sorting Management	Perform Waste Sorting at a material recovery facility according to set procedures	1	EVS-WMO-1005-1.1	Mandatory WSQ Module *(would have taken)*
	Operate mechanical devices or heavy machinery to perform waste sorting	2	EVS-WMO-2005-1.1	Select (1) WSQ Module *(would have taken either one)*
Robotics and Automation Application	Apply procedural knowledge of robotic systems and automated technologies to execute environmental services tasks	2	EVS-TEM-2004-1.1	
Workplace Safety and Health Practices Implementation	Identify WSH hazards and risk control measures in waste sorting and assist in inspection and investigation of incidents*	2	EVS-WSH-2006-1.1	Mandatory WSQ Module *(would have taken)*
Incident and Accident Investigation	Respond to and support the investigation of incidents*	2	EVS-WSH-2002-1.1	Optional
Equipment and Inventory Management	Maintaining stocks and equipment for operations	2	EVS-EQM-2001-1.1	
Learning & Development	Apply workplace learning techniques to enhance employees' development	2	EVS-PDV-2003-1.1	

Applicable to Materials Recovery Sub-Sector: Supervisor - Minimum 4 WSQ Modules				
TSC Title	**Course Description**	**Proficiency Level**	**TSC Code**	**PWM Training Requirements**
Waste Sorting Management	Perform Waste Sorting at a material recovery facility according to set procedures	1	EVS-WMO-1005-1.1	Mandatory WSQ Module *(would have taken)*
	Operate mechanical devices or heavy machinery to perform waste sorting	2	EVS-WMO-2005-1.1	Select (1) WSQ Module
Learning & Development	Apply workplace learning techniques to enhance employees' development	2	EVS-PDV-2003-1.1	
Robotics and Automation Application	Apply procedural knowledge of robotic systems and automated technologies to execute environmental services tasks	2	EVS-TEM-2004-1.1	
	Operate automated systems and follow safety procedures in waste sorting operations	3	EVS-TEM-3004-1.1	Mandatory WSQ Module
Workplace Safety and Health Practices Implementation	Identify WSH hazards and risk control measures in waste sorting and assist in inspection and investigation of incidents*	2	EVS-WSH-2006-1.1	Mandatory WSQ Module *(would have taken)*
Incident and Accident Investigation	Respond to and support the investigation of incidents*	2	EVS-WSH-2002-1.1	Optional
Equipment and Inventory Management	Maintaining stocks and equipment for operations	2	EVS-EQM-2001-1.1	

**Subject to changes upon further review*

ANNEX D: PWM WAGE LADDER FOR WASTE COLLECTION AND MATERIALS RECOVERY SUB-SECTORS

Total Monthly Gross Wage refers to the sum of the Monthly Basic Wage, overtime payments, commissions, allowances, and other cash payments, and is before deduction of employee CPF. It excludes bonuses (e.g. AWS), stock options, other lump sum payments and payments-in-kind as well as employer CPF contributions.

Part IV of the Employment Act for overtime rates of pay to be at least 1.5x the basic rate of pay continues to apply.

Part-time workers shall be paid based on pro-rated PWM wages.

Waste Collection Sub-Sector

(*applicable to Public Waste Collectors and General Waste Collectors holding NEA licenses A, B and C*)

PWM Baseline Wages are effective from 1 July of each year

PWM Job Level	PWM Baseline Wages	2023	2024	2025	2026	2027	2028	CAGR^
Crew	**Gross Wage** *(exclude OT)*	**$2210**	**$2420**	**$2630**	**$2840**	**$3050**	**$3260**	**8.1%**
		% inc >	9.5%	8.7%	8.0%	7.4%	6.9%	
	OT Rate of Pay	*$16.60*	*$18.25*	*$19.90*	*$21.56*	*$23.21*	*$24.86*	
Senior Crew	**Gross Wage** *(exclude OT)*	**$2410**	**$2620**	**$2830**	**$3040**	**$3250**	**$3460**	**7.5%**
		% inc >	8.7%	8.0%	7.4%	6.9%	6.5%	
	OT Rate of Pay	*$18.17*	*$19.83*	*$21.48*	*$23.13*	*$24.78*	*$26.43*	
Team Lead	**Gross Wage** *(exclude OT)*	**$2610**	**$2820**	**$3030**	**$3240**	**$3450**	**$3660**	**7.0%**
		% inc >	8.0%	7.4%	6.9%	6.5%	6.1%	
	OT Rate of Pay	*$19.75*	*$21.40*	*$23.05*	*$24.70*	*$26.35*	*$28.01*	
Supervisor	**Gross Wage** *(exclude OT)*	**$2860**	**$3070**	**$3280**	**$3490**	**$3700**	**$3910**	**6.5%**
		% inc >	7.3%	6.8%	6.4%	6.0%	5.7%	
	OT Rate of Pay	*$21.71*	*$23.37*	*$25.02*	*$26.67*	*$28.32*	*$29.97*	
Driver	**Gross Wage** *(exclude OT)*	**$2610**	**$2820**	**$3030**	**$3240**	**$3450**	**$3660**	**7.0%**
		% inc >	8.0%	7.4%	6.9%	6.5%	6.1%	
	OT Rate of Pay	*$18.96*	*$20.61*	*$22.26*	*$23.92*	*$25.57*	*$27.22*	
Hooklift Driver	**Gross Wage** *(exclude OT)*	**$2710**	**$2920**	**$3130**	**$3340**	**$3550**	**$3760**	**6.8%**
		% inc >	7.7%	7.2%	6.7%	6.3%	5.9%	
	OT Rate of Pay	*$19.75*	*$21.40*	*$23.05*	*$24.70*	*$26.35*	*$28.01*	
Senior Driver	**Gross Wage** *(exclude OT)*	**$2910**	**$3120**	**$3330**	**$3540**	**$3750**	**$3960**	**6.4%**
		% inc >	7.2%	6.7%	6.3%	5.9%	5.6%	
	OT Rate of Pay	*$21.32*	*$22.97*	*$24.62*	*$26.28*	*$27.93*	*$29.58*	

^Refers to Compound Annual Growth Rate from 2023 to 2028

Note: The Overtime (OT) Rate of Pay refers to the minimum hourly pay for each additional hour worked beyond the stipulated contractual working hours.

Materials Recovery Sub-Sector (*applicable to GWDF licensees*) PWM Baseline Wages are effective from 1 July of each year								
PWM Job Level	**PWM Baseline Wages**	**2023**	**2024**	**2025**	**2026**	**2027**	**2028**	**CAGR^**
Sorter	**Gross Wage** *(exclude OT)*	**$2110**	**$2320**	**$2530**	**$2740**	**$2950**	**$3160**	**8.4%**
	% inc >		10.0%	9.1%	8.3%	7.7%	7.1%	
	OT Rate of Pay	*$15.81*	*$17.47*	*$19.12*	*$20.77*	*$22.42*	*$24.07*	
Senior Sorter / Machine Operator	**Gross Wage** *(exclude OT)*	**$2310**	**$2520**	**$2730**	**$2940**	**$3150**	**$3360**	**7.8%**
	% inc >		9.1%	8.3%	7.7%	7.1%	6.7%	
	OT Rate of Pay	*$17.39*	*$19.04*	*$20.69*	*$22.34*	*$23.99*	*$25.65*	
Team Lead	**Gross Wage** *(exclude OT)*	**$2510**	**$2720**	**$2930**	**$3140**	**$3350**	**$3560**	**7.2%**
	% inc >		8.4%	7.7%	7.2%	6.7%	6.3%	
	OT Rate of Pay	*$18.96*	*$20.61*	*$22.26*	*$23.92*	*$25.57*	*$27.22*	
Plant Supervisor	**Gross Wage** *(exclude OT)*	**$2710**	**$2920**	**$3130**	**$3340**	**$3550**	**$3760**	**6.8%**
	% inc >		7.7%	7.2%	6.7%	6.3%	5.9%	
	OT Rate of Pay	*$20.53*	*$22.19*	*$23.84*	*$25.49*	*$27.14*	*$28.79*	

^Refers to Compound Annual Growth Rate from 2023 to 2028

Note: The Overtime (OT) Rate of Pay refers to the minimum hourly pay for each additional hour worked beyond the stipulated contracted working hours.

RECOMMENDED MIN-MAX RATIO		
Waste Collection Sub-Sector	**Materials Recovery Sub-Sector**	**Min-Max Ratio**
• Crew • Senior Crew • Driver	• Sorter • Senior Sorter • Machine Operator	1.2
• Team Lead	• Team Lead	1.3
• Senior Driver • Supervisor	• Plant Supervisor	1.5

ANNEX E: IMPLEMENTATION OF PWM BONUS FROM JANUARY 2024 – PAYOUT QUANTUM, ELIGIBILITY CRITERIA AND COMPUTATION

Waste Collection Sub-Sector

(*applicable to Public Waste Collectors and General Waste Collectors holding NEA licenses A, B and C*)

PWM Bonus effective from 1 January 2024 to be paid to eligible employees

PWM Job Level	2024	2025	2026	2027	2028
Crew	≥ $2320	≥ $2530	≥ $2740	≥ $2950	≥ $3160
Senior Crew	≥ $2520	≥ $2730	≥ $2940	≥ $3150	≥ $3360
Team Lead	≥ $2720	≥ $2930	≥ $3140	≥ $3350	≥ $3560
Supervisor	≥ $2970	≥ $3180	≥ $3390	≥ $3600	≥ $3810
Driver	≥ $2620	≥ $2830	≥ $3040	≥ $3250	≥ $3460
Hooklift Driver	≥ $2720	≥ $2930	≥ $3140	≥ $3350	≥ $3560
Senior Driver	≥ $2920	≥ $3130	≥ $3340	≥ $3550	≥ $3760

Materials Recovery Sub-Sector

(*applicable to GWDF licensees*)

PWM Bonus effective from 1 January 2024 to be paid to eligible employees

PWM Job Level	2024	2025	2026	2027	2028
Sorter	≥ $2220	≥ $2430	≥ $2640	≥ $2850	≥ $3060
Senior Sorter / Machine Operator	≥ $2420	≥ $2630	≥ $2840	≥ $3050	≥ $3260
Team Lead	≥ $2620	≥ $2830	≥ $3040	≥ $3250	≥ $3460
Plant Supervisor	≥ $2820	≥ $3030	≥ $3240	≥ $3450	≥ $3660

1. Eligible Employees

Employees who meet the following criteria are eligible for PWM Bonus:

1.1 Full-time and part-time resident (Singapore Citizen / Permanent Resident) workers who have worked for minimum 12 months with the same employer.

1.2 Have not already received other forms of bonuses amounting to minimum 1 month of last drawn monthly basic wage. Examples of such bonuses include Performance Bonus and Annual Wage Supplement (commonly known as "13th month" bonus).

1.3 The table below shows the other scenarios on whether PWM Bonus is payable:

Scenarios	PWM Bonus Payable?
a) Part Time Worker / Casual Worker	Yes (pro-rated)
b) Retired / Medically Boarded Out	Yes (pro-rated)
c) Worker resigns on own accord	No
d) Worker gets terminated due to misconduct	No

2. Employed by the same employer for at least 12 months

2.1 The employment period of 12 months will include paid and statutory leave. Any instance of the employee being absent without leave or missing in action shall not count towards employment period when calculating the PWM Bonus.

2.2 The length of service [i.e. employment period] for a part-time employee will be counted from their first day of employment with their employer. Unless the employer explicitly terminates the employment of the part-time worker, such worker is deemed to be in continuous employment with their employer.

3. Companies may already have some form of bonuses

3.1 A bonus would be deemed to have qualified as a PWM Bonus only if it is subject to prevailing CPF contribution rules (i.e. the bonus must be CPF-deductible).

3.2 The PWM Bonus can include the following payments made to the resident worker:
- a) performance bonus;
- b) retention bonus;
- c) annual wage supplement (commonly known as "13th month" bonus);
- d) festive bonus; or
- e) any such class of variable bonuses that a waste management company may provide its workers.

3.3 The following does not constitute PWM Bonus made to the resident worker:
- a) any basic wage;
- b) any overtime payments;
- c) any reimbursement for special expenses incurred by a worker in the course of the worker's employment; and
- d) any regular allowance or incentives however described.

4. Implementation Year in 2024 & PWM Bonus Computation Cut-Off Date

4.1 The PWM Bonus payout quantum in the Year of Implementation will be computed from 1 Jan 2024 to the date of PWM Bonus computation cut-off date. For example, if the company's PWM Bonus computation cut-off date is on 31 October 2024, the bonus payout amount in 2024 would be pro-rated based on 10 out of 12 months.

4.2 Employers are given the flexibility to determine which month(s) of the year to be the cut-off date for PWM Bonus computation. However, they must make the PWM Bonus payment within one month from the cut-off date, or on the worker's last day of employment, whichever is earlier.

4.3 From 2025 onwards, the total PWM Bonus payable in a given year would be based on the quantum amounts as stipulated in the tables above.

4.4 The PWM Bonus must be made at least once a year, but not more than twice a year. Employers may also consider making the PWM Bonus payment on the employment anniversary date of their waste management workers.

4.5 To ensure all eligible workers receive the PWM Bonus, such payment must be reflected in the salary slips and is subject to CPF contributions by both employer and employee.

4.6 In the event of a discontinuation of employment, waste management companies must ensure that all outstanding PWM Bonuses are paid to eligible workers by the final day of the worker's employment.

5. Computation of PWM Bonus for Part-Time Employees and Pro-Rated PWM Bonus

Part-Time Employee	(a) Employed under contract of service (b) Works less than 35 hours a week (c) Excludes those who resigned or terminated due to misconduct
Step 1: Calculate monthly salary for part-time employee	$\frac{\text{Basic monthly salary of a similar full-time worker x 12 months}}{\text{52 weeks x contracted hours/week}}$ X No. of working hours the part-time employee is required to work under the contract of service **in a month**
Step 2: Find **Average BMS** of part-time employee over 6 months to smoothen irregularities	$\frac{\text{Sum of monthly salaries in Month 1 to Month 6}}{6}$ = **Average Basic Monthly Salary (BMS)**
Step 3: Calculate **Pro-rated PWM Bonus**	BMS X $\frac{\text{No. of contractual hours worked during computation period}}{\text{52 weeks x no. of contractual hours in a week}}$

6. Employees who retired or being medically boarded out are eligible for PWM Bonus

Retired	Retired employee means employees who have reached official retirement age as legislated by law, and who are not offered re-employment.
Medically Boarded Out	Refers to cases where the medical board out statement comes after the exhaustion of Long-Term Illness (LTI) leave (e.g., cancer, tuberculosis).

7. Resignation / Termination due to misconduct

Resigned Terminated Due to Misconduct	a) Resignation refers to employee who chooses to leave employment on his/her own accord. b) Misconduct is the failure to fulfil the conditions of employment in the contract of service. Examples include theft, dishonesty, disorderly or immoral conduct at work and insubordination. c) Regardless of length of service, employer is not required to pay PWM Bonus.